



Meet in the Middle: Crisis Communication and the Middle Manager

Hello!

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Ground Rules

- Everything is hypothetical
- “At my previous job”
- Vegas rules

You can also message me privately if you have something to share anonymously (I will see your name but won't share)

CONTENT WARNING

This presentation contains non-medical discussions of COVID-19 as well as a simulated image of a coronavirus particle.

1. Middle Management

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According to Do and Nuth, “a middle manager, in a hierarchical organizational structure, reports to one or more members of the library administration while supervising staff or units” (2020, p. 48)

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Challenges of Middle Management in the before

- Managing up and down
- Communication
- Isolation
- SO MANY MEETINGS
- Others?

Enter COVID-19



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2. Crisis Communication

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Let's See What the Experts Say

According to Crisis and Risk Communication from the CDC, you build and maintain trust by demonstrating:

- Empathy
- Competence
- Honesty
- Commitment
- Accountability

Empathy during a crisis

- LISTEN
- Acknowledge fear and uncertainty
- LISTEN SOME MORE
- Be authentic

Competence during a crisis

- Stay on top of internal communication and current events
- Stay organized; new information comes in all the time

Honesty during a crisis

- Acknowledge that information changes rapidly and information given previously may be inaccurate
- Give people enough information to make informed decisions

Commitment during a crisis

- Show dedication by sharing in the sacrifice
- Be clear about your department's objectives and what you are doing to help achieve them

Accountability during a crisis

- Be transparent
- Compliments flow down, complaints flow up
- Take responsibility for mistakes
- Correct errors as quickly as possible

Five Communication Failures

- Mixed messages from multiple experts
- Information released late
- Paternalistic attitudes
- Not countering rumors in real time
- Public power struggles and confusion

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3. What do we do now?

How can we turn a good press conference into good management?

How do you or can you demonstrate these traits in your communication during COVID-19?

- Empathy
- Competence
- Honesty
- Commitment
- Accountability

And remember to maintain perspective

- Focus on today
- Try to focus on the positive
- Remember to stay grounded
- Prioritize and focus

Thanks!

Questions? Comments?



Citations

Center for Creative Leadership. (n.d.). How to lead through a crisis. Center for Creative Leadership. Retrieved July 17, 2020, from <https://www.ccl.org/articles/leading-effectively-articles/how-to-lead-through-a-crisis/>

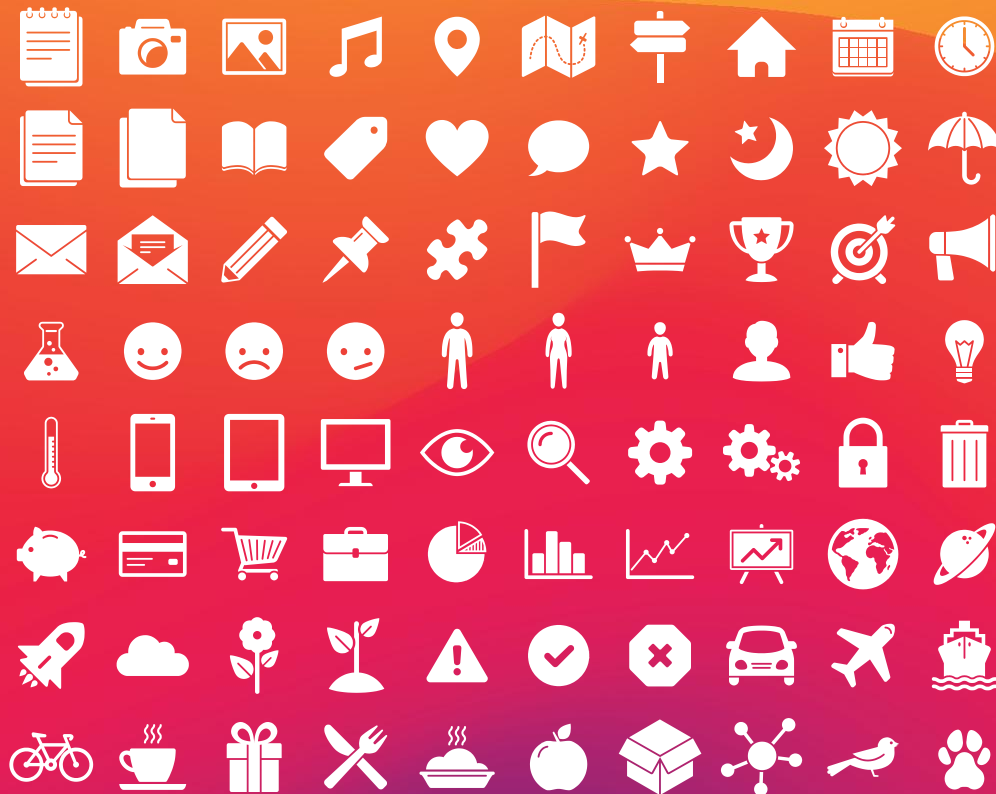
Do, D. T., & Nuth, A. (2020). Academic library middle managers as leaders: In their own words. *Journal of Library Administration*, 60(1), 41–70.
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http://emergency.cdc.gov/cerc/resources/pdf/leaders_cerc_zcard.pdf

Credits

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- Presentation template by [SlidesCarnival](#)
- Photographs by [Unsplash](#) and [The Gender Spectrum Collection](#)



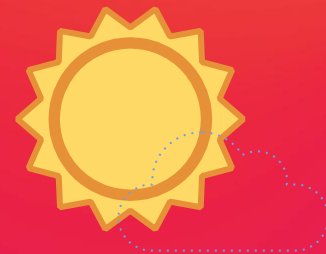
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